

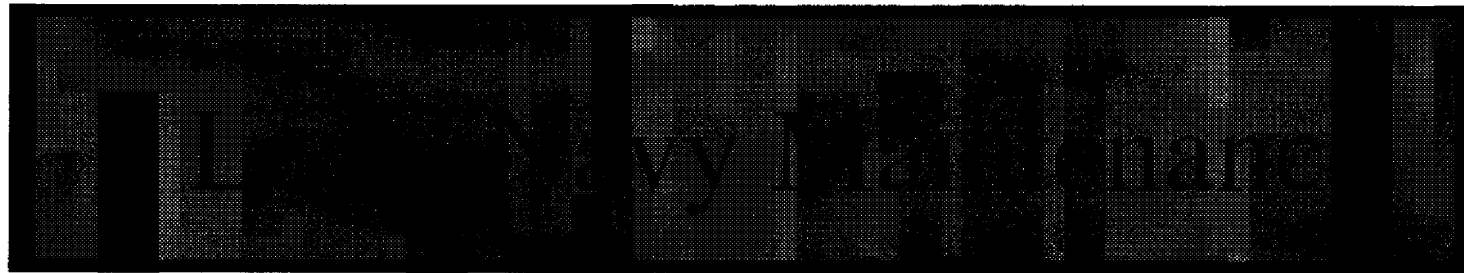


# **PACFLT REGIONAL MAINTENANCE**

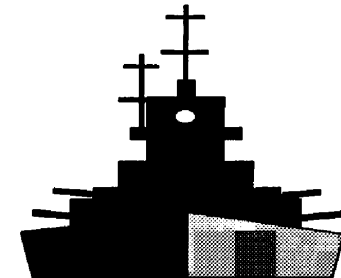
**RADM TAYLOR  
FLEET MAINTENANCE OFFICER**

**DOD LOGISTICS CONFERENCE**

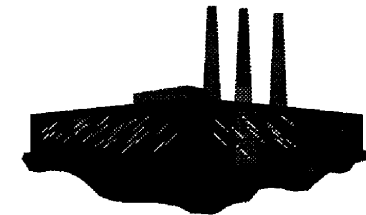
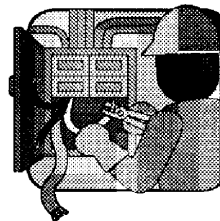
**OCTOBER 1998**



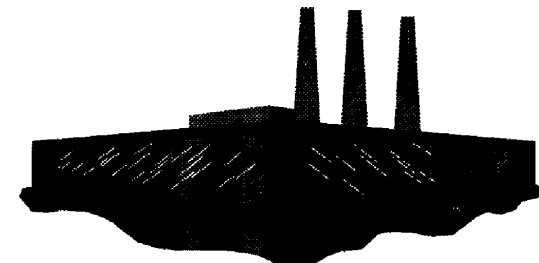
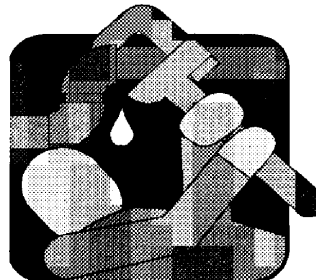
ORGANIZATIONAL  
(SHIP CREW)



INTERMEDIATE  
(PRIMARILY SAILORS)

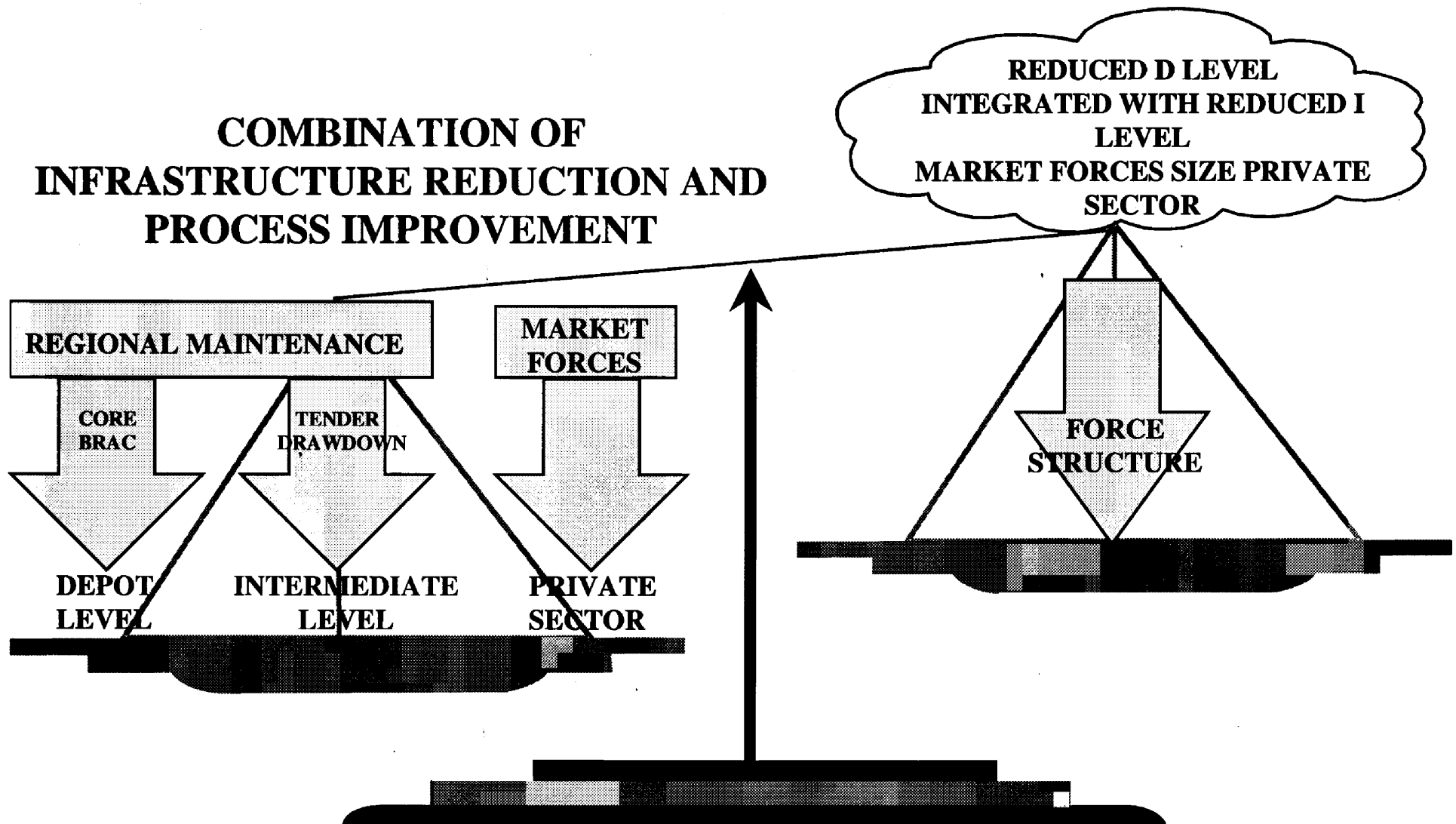


DEPOT  
(CIVILIAN ARTESANS)





## COMBINATION OF INFRASTRUCTURE REDUCTION AND PROCESS IMPROVEMENT





### SYSCOMs

Technical oversight/authority remains with the SYSCOMs

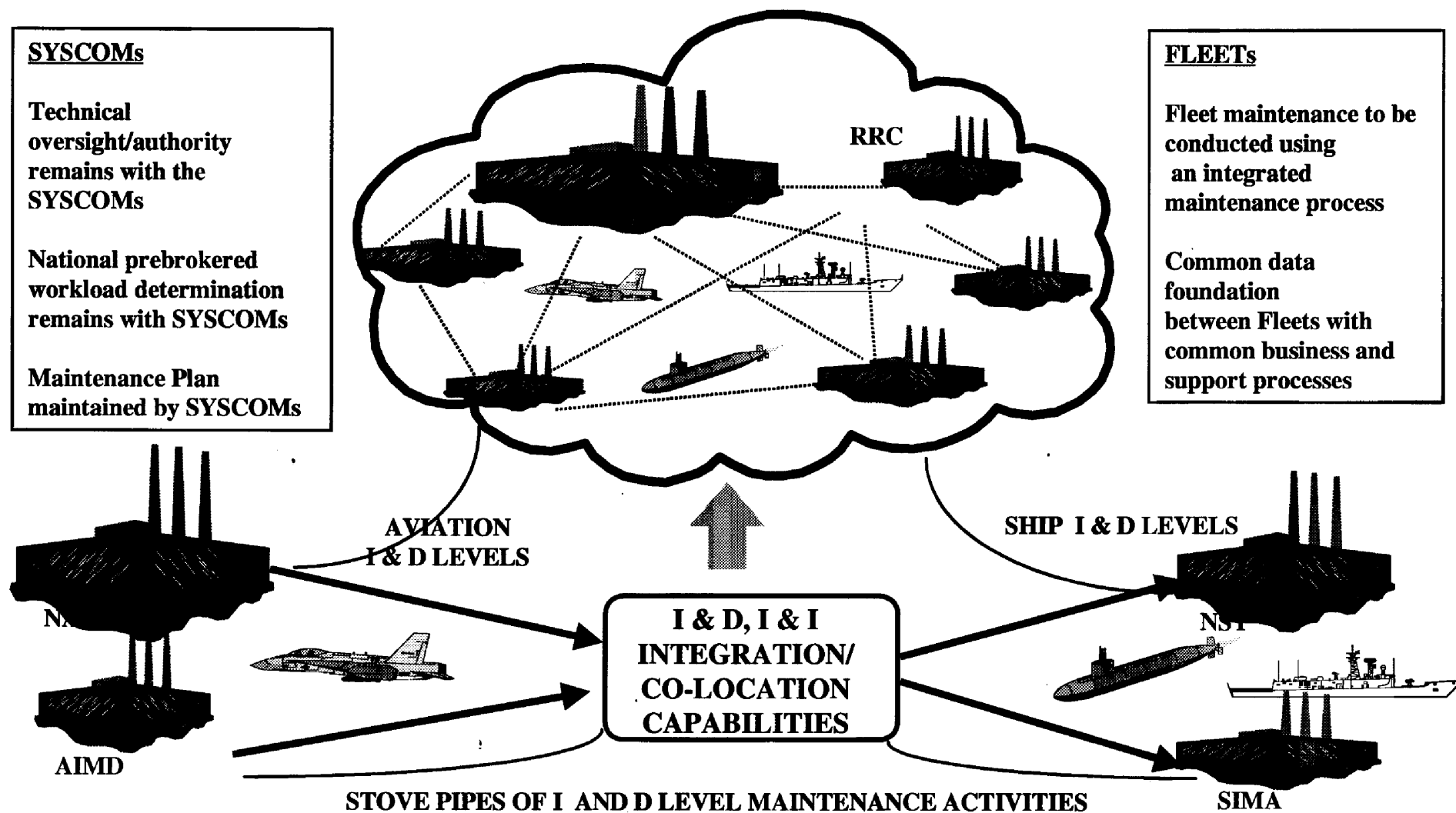
National prebrokered workload determination remains with SYSCOMs

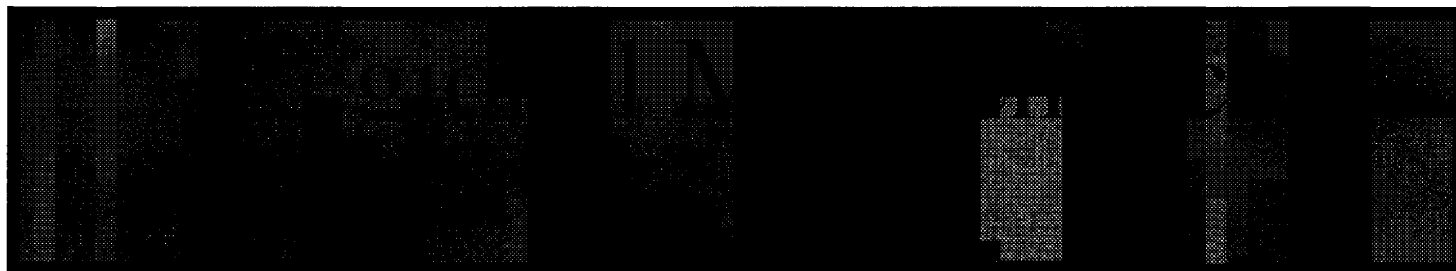
Maintenance Plan maintained by SYSCOMs

### FLEETs

Fleet maintenance to be conducted using an integrated maintenance process

Common data foundation between Fleets with common business and support processes





**Northwest RMC**  
Bremerton, WA

**Northeast RMC**  
New London, CT

**Mid Atlantic RMC**  
Norfolk, VA

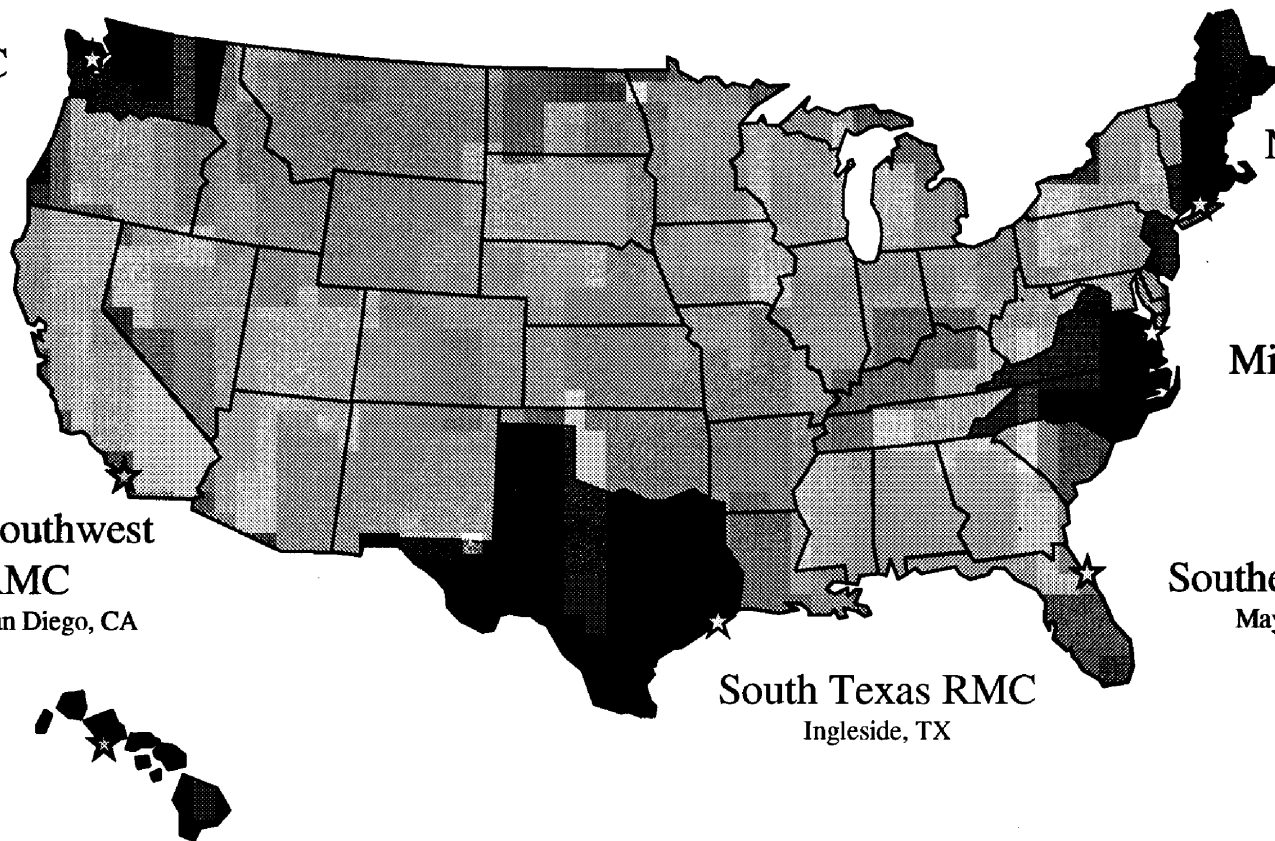
**Westpac  
RMC**  
Yokosuka

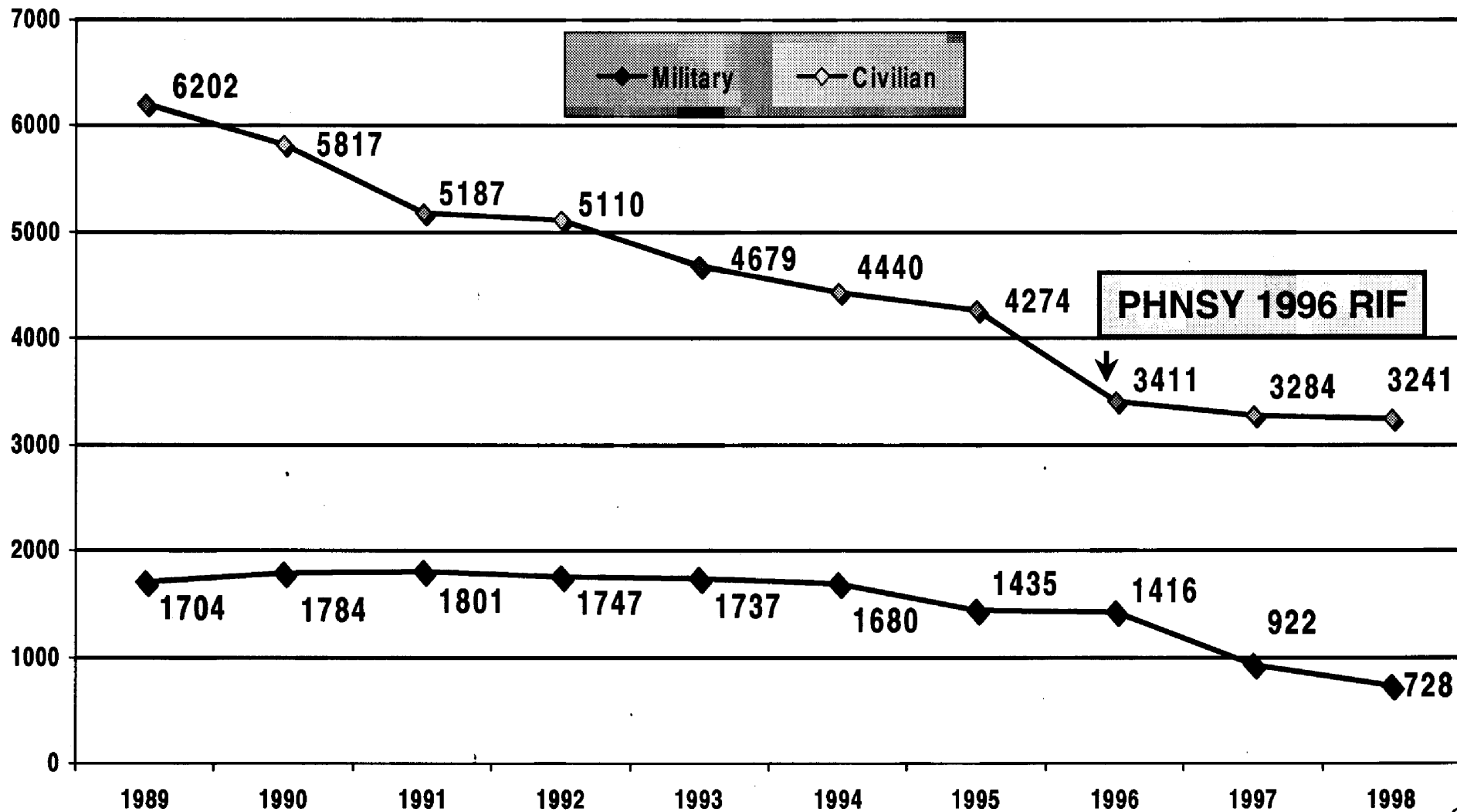
**Southwest  
RMC**  
San Diego, CA

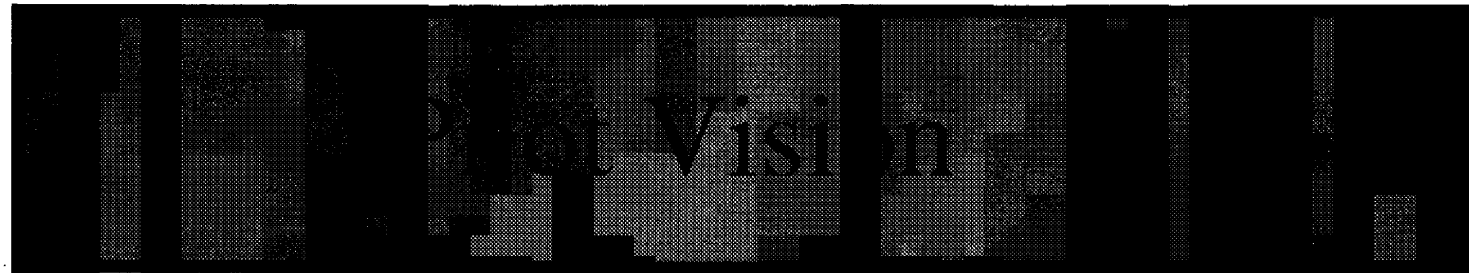
**Southeast RMC**  
Mayport, FL

**South Texas RMC**  
Ingleside, TX

**Hawaii RMC**  
Honolulu, HI



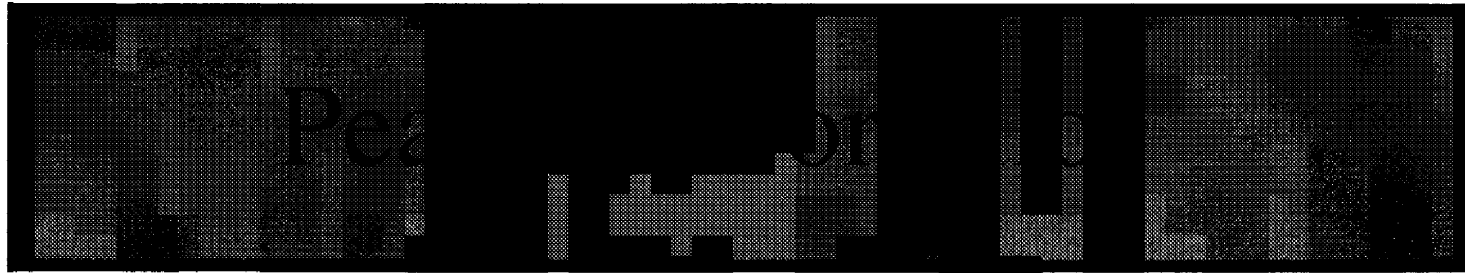




**Increase the quantity of ship work accomplished in the region by integrating I and D level resources**

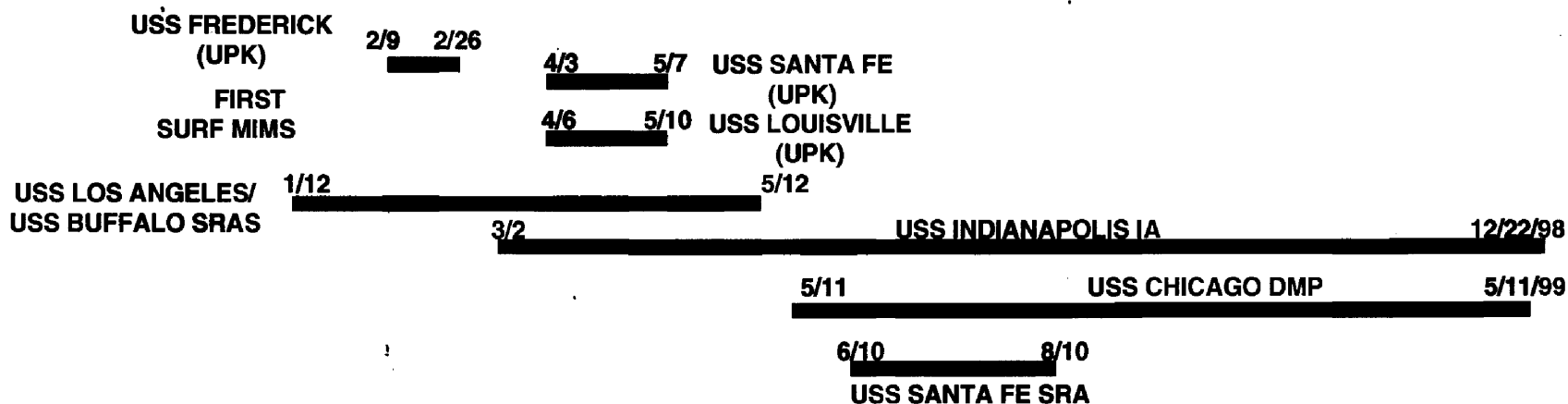
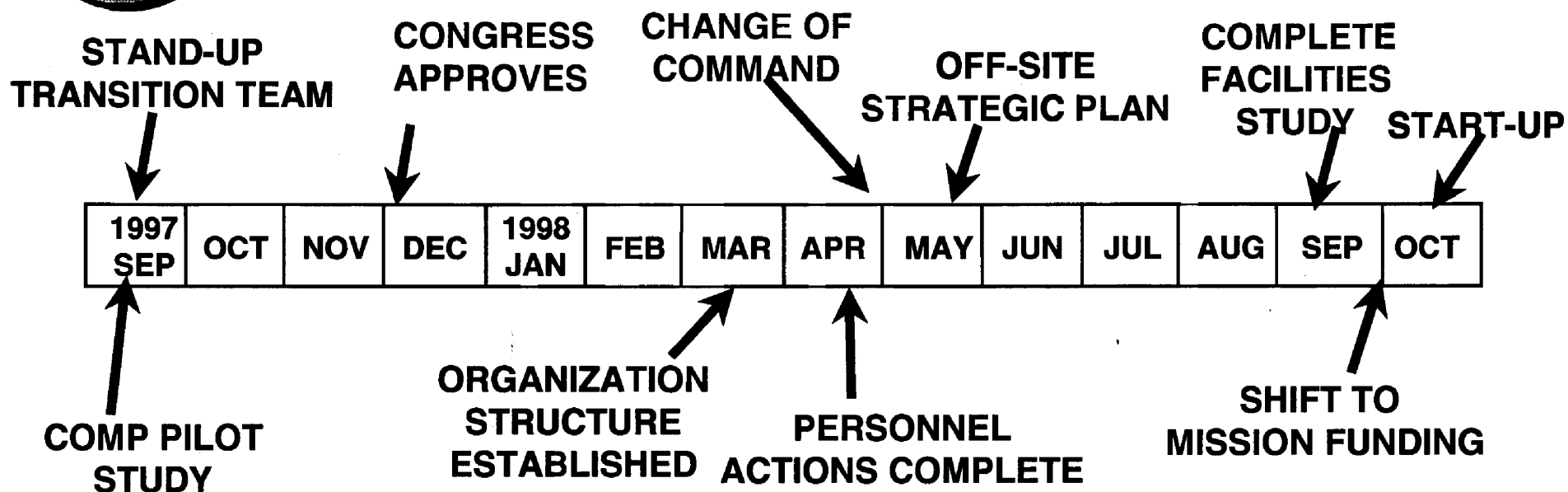
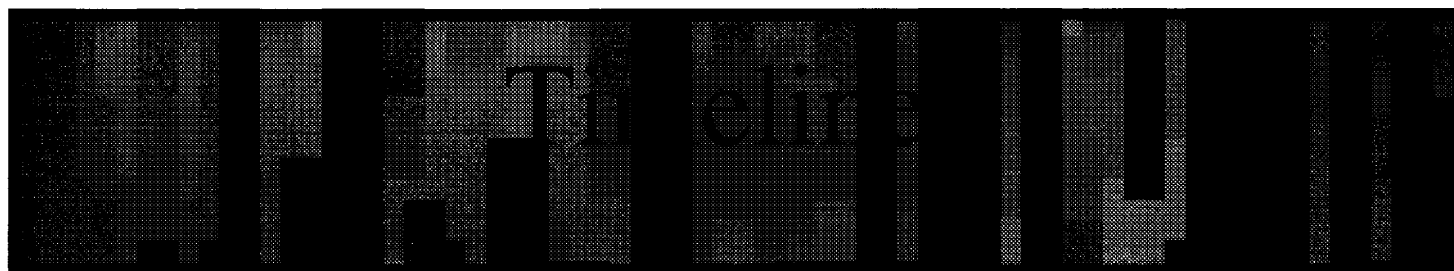
- **Reduce infrastructure**
- **Reduce overhead**
- **Improve processes**

**Better use available manpower**



- ❖ **Single Activity Commander**
- ❖ **Maximize Shipboard Productive Work**
- ❖ **Minimize Overhead**
- ❖ **Eliminate redundant functions & facilities**
- ❖ **Capture "Best Practices"**
- ❖ **Single up**
  - **Processes**
  - **Instructions**
  - **Training**







**Operations  
Officer**

300N

**Projects**

Proj Supt  
SUB FMA

Proj Supt  
SURF FMA

Proj Supt  
DMPs

Proj Supt  
SUB SRAs

Proj Supt  
INACS

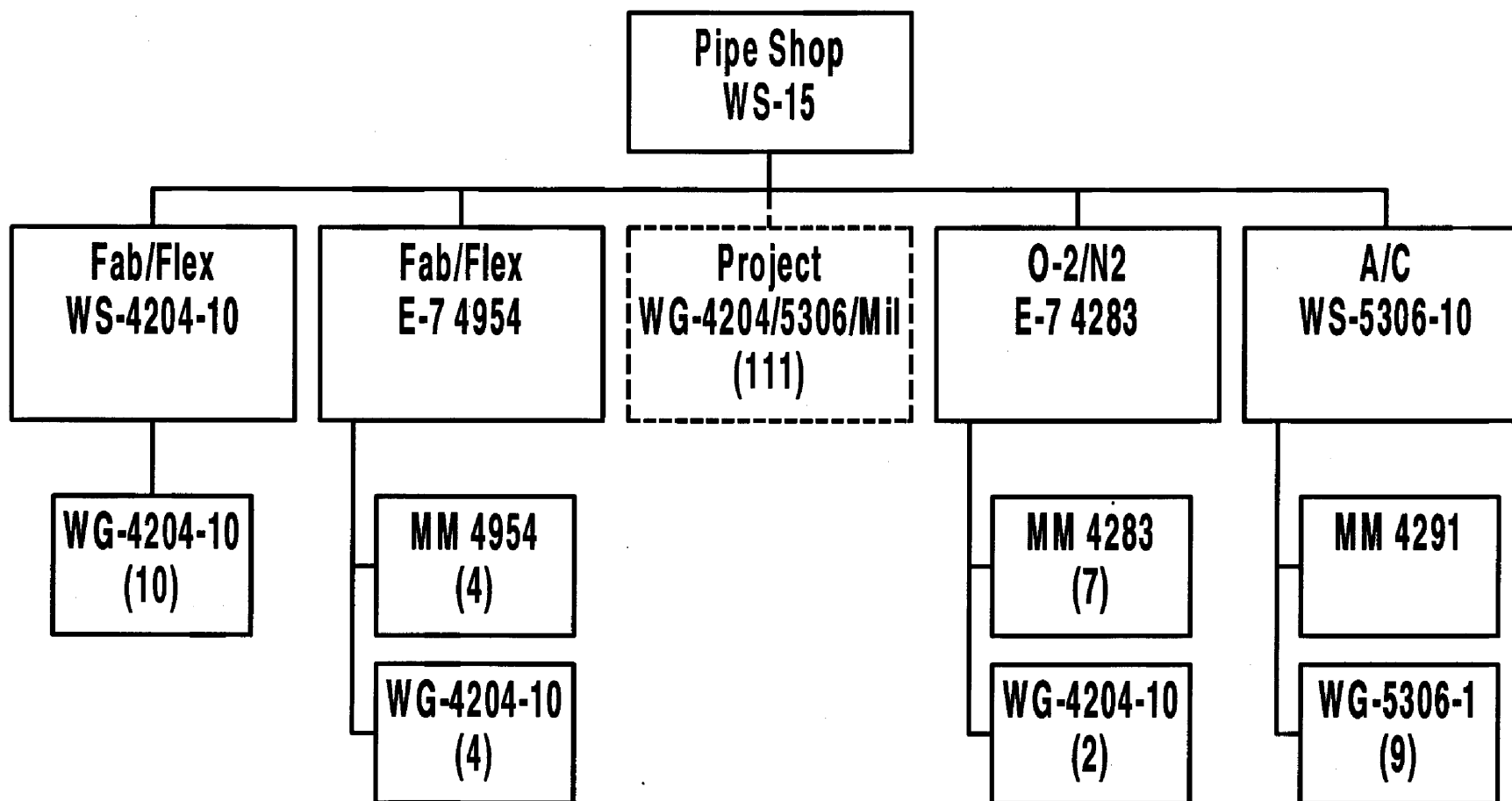
Proj Supt  
SURF SRAs

**Resource Allocation Process**

**APPRENTICES &  
NEW HIRES**

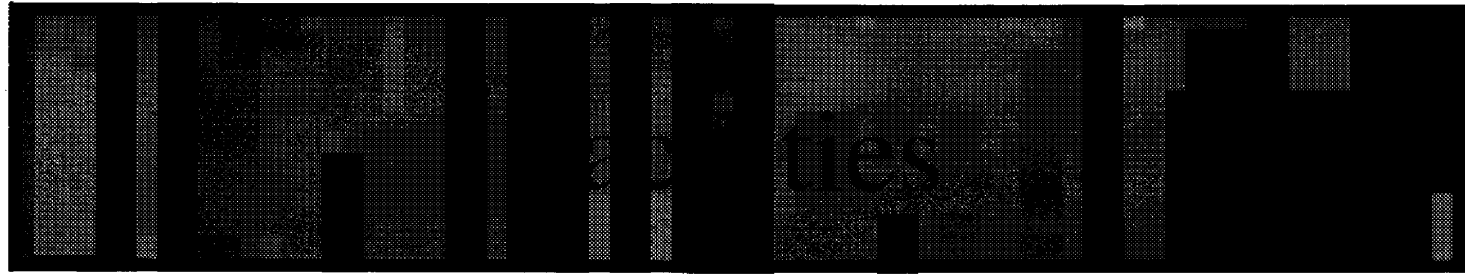
**PEARL HARBOR  
SHIPWORK BACKLOG**

**ATTRITION**

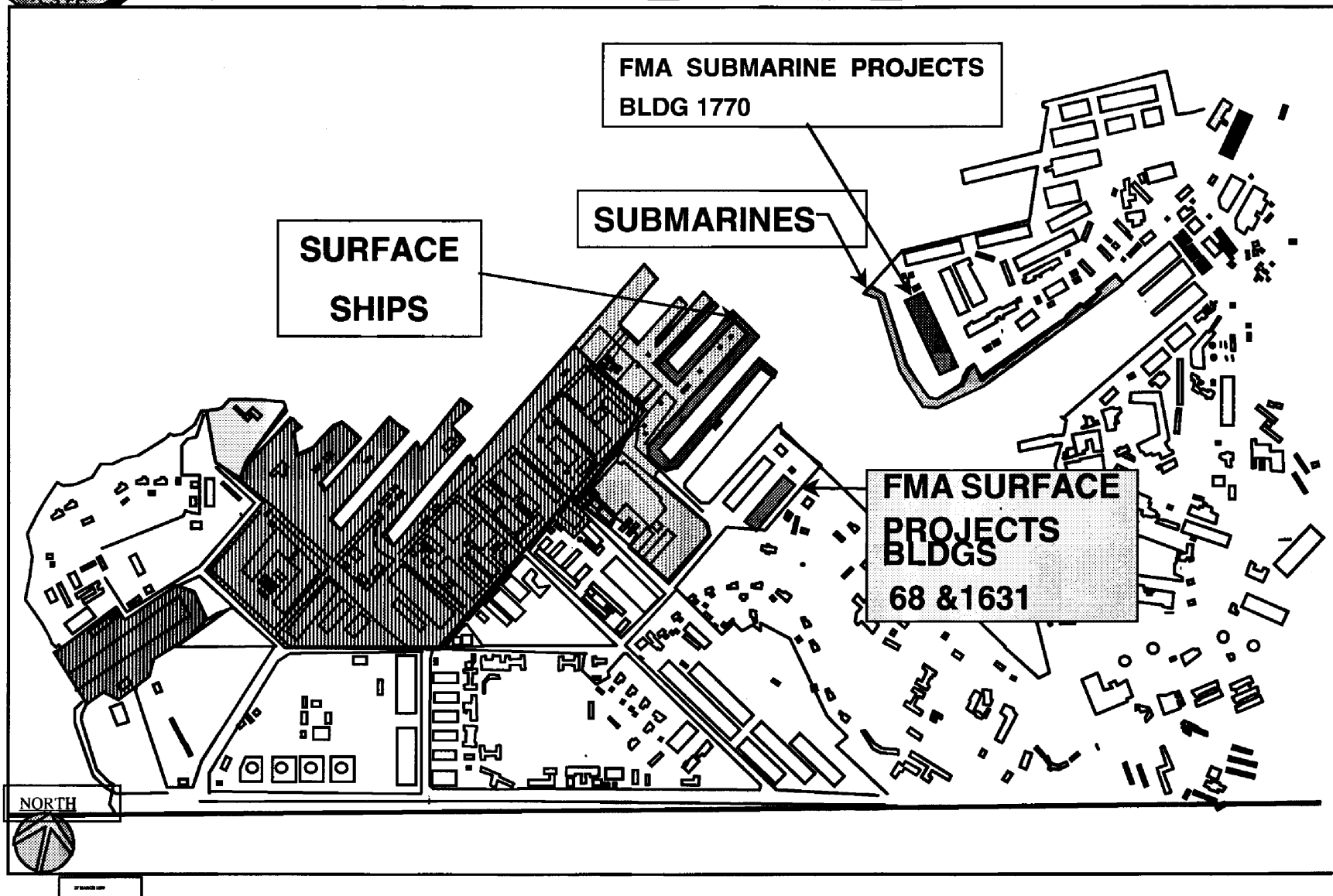
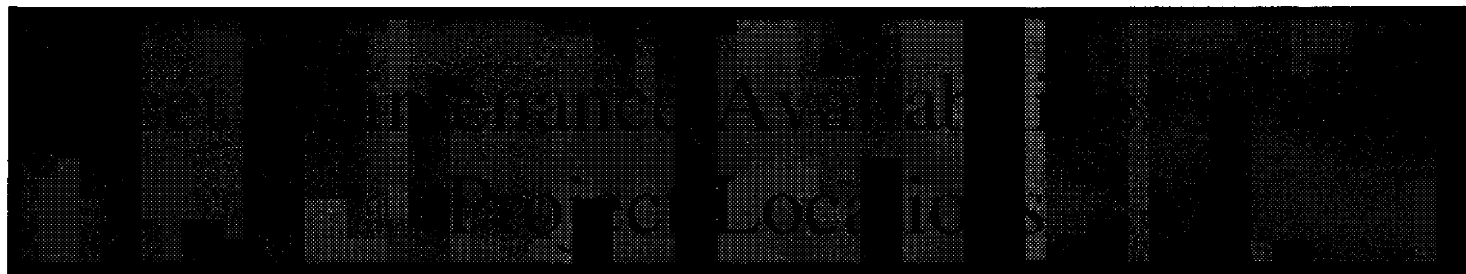


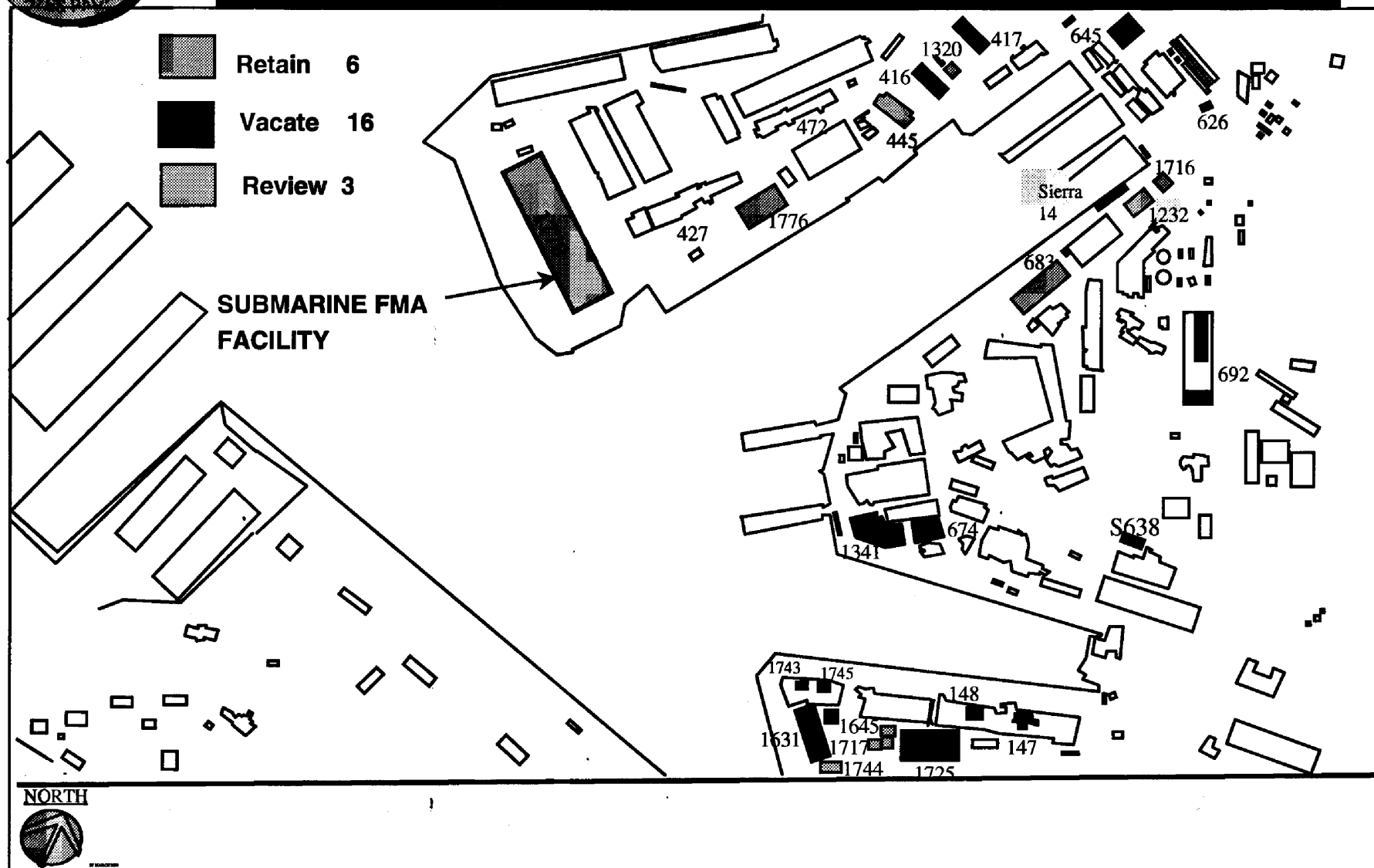


- ❖ **Availability Planning**
- ❖ **Work Induction**
- ❖ **Job Planning**
- ❖ **Resource Allocation**
- ❖ **Quality Assurance**
- ❖ **Work Certification**
- ❖ **Industrial Management Information Systems**



- ❖ **Singling up Backshops**
- ❖ **Demolition Plan**
- ❖ **Consolidation/Modernization**







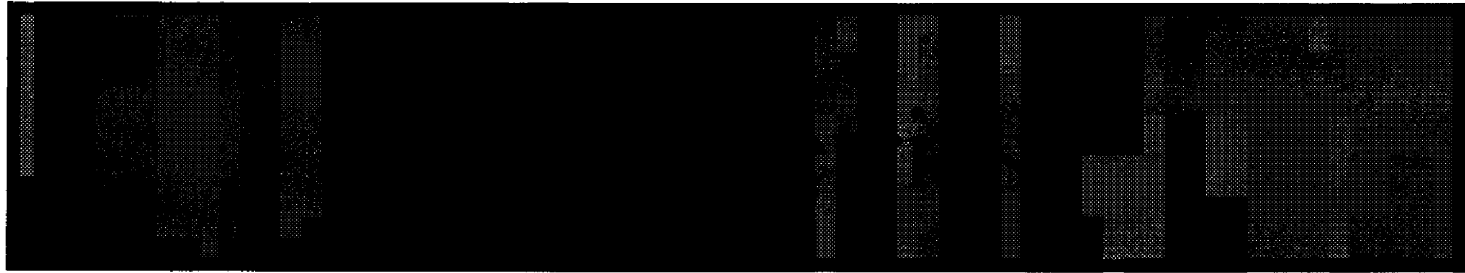
## ❖ **Fleet Maintenance Availabilities and CNO Availabilities**

- **Quality**
- **Schedule**
- **Cost**
- **Responsiveness**
- **Productivity**

## ❖ **Customer Interface Process**

- ❖ **Relocation of Personnel**
- ❖ **Shift to Mission Funding**
- ❖ **Balancing Resources**
- ❖ **Workforce Revitalization**
- ❖ **Refining Processes**
- ❖ **Facility Management**
- ❖ **Attitude Improvement**





**FY97 is the baseline year**

**❖ Navy Audit Service, DOD IG and GAO involved**

**❖ Assessment metrics are as follows:**

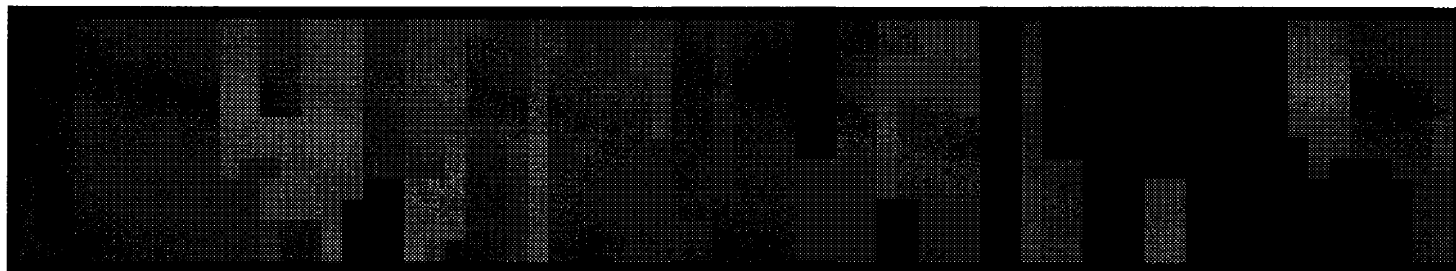
- QUALITY - Data collection and analysis and Formal customer surveys covering product reliability and operability.**
- COST PER UNIT OUTPUT - Cost per Production Shop man-hour delivered.**
- PRODUCTION EFFICIENCY - Total activity manhours (direct/indirect) to deliver one Production Shop man-hour.**
- SHIP MATERIAL READINESS - CSMP Work Items Accomplished.**
- SCHEDULE ADHERENCE - On time completion of availabilities.**
- EARNED VALUE - Compare cost to perform similar work before/after.**



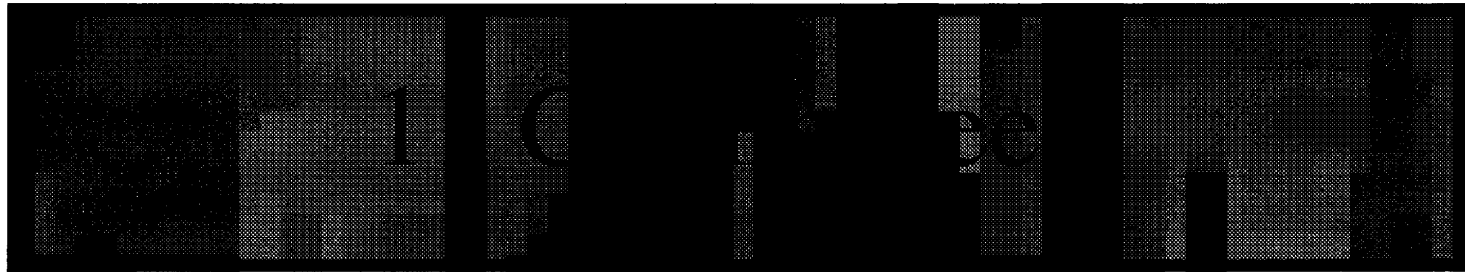
## Lessons Learned

- ❖ **MEO (Design & populating)**
- ❖ **Union Survivorship/Partnership (IMF was non-union)**
- ❖ **FMA's under "Total Project Management"**
- ❖ **Co-Location of FMA Project Teams with Customers**
- ❖ **AIS system requirement**
- ❖ **Tailoring Shipyard Processes (60 RPM) to the FMA pace (1200 RPM)**
- ❖ **Full time Transition Team**
- ❖ **Metrics**
- ❖ **Facility Consolidation Plan**





# BACKUP



- ❖ **Union/Management Partnership Council**
- ❖ **Planning Board for Training**
- ❖ **Operations/Resources Leadership Council**
- ❖ **PHNSY & IMF/FISC Partnership Council**
- ❖ **Facilities & Tooling**
- ❖ **Position Management Board**
- ❖ **Financial Control Board**
- ❖ **Quality Council**
- ❖ **Occupational Safety & Health Committee**
- ❖ **Environmental Compliance Committee**
- ❖ **Customer Relations**

**Committees are appointed to address issues of long-term concern. Each committee will manage the business of PHNSY & IMF to meet the specified objectives.**



### **Target 1: FY 1999 Cost Targets:**

- ❖ **Complete all work assigned within customer budget for each avail**
- ❖ **Reduce direct OT by 10% (\$2.2M savings) C/300 responsibility**
- ❖ **Reduce direct material costs by 10% (\$3.6M savings) C/200 responsibility**
- ❖ **Reduce non-labor overhead costs by 5% (\$2.8M savings)**

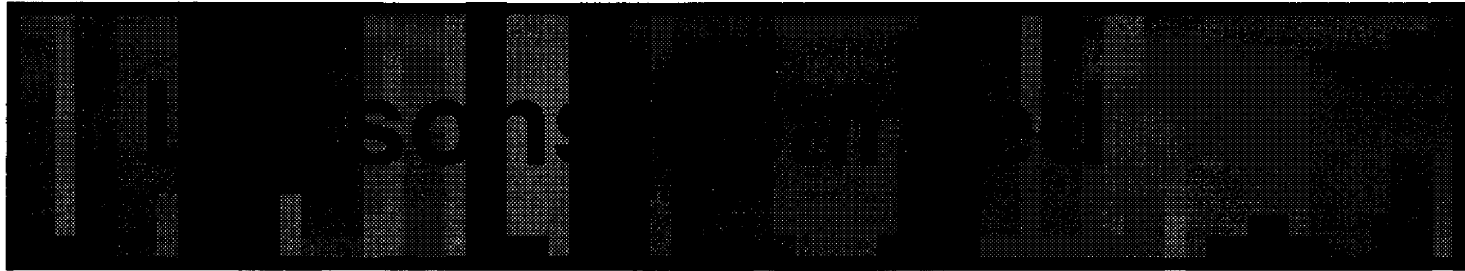
### **Target 2: FY 1999 Work Accomplishment:**

- ❖ **Reduce the total CSMP for PH home ported ships by 10%**

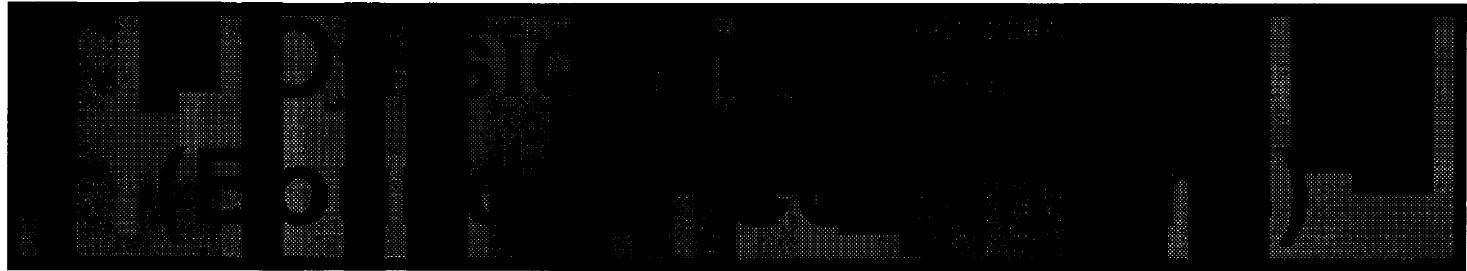
**(Note: The Operations Officer has the lead on determining methods to achieve this target)**

### **Target 3: Schedule Adherence:**

- ❖ **100% on-time completion.**



- ❖ **MEO (Design & populating)**
- ❖ **Union Survivorship/Partnership (IMF was non-union)**
- ❖ **Pre-engineering Process changes**
- ❖ **FMA's under "Total Project Management"**
- ❖ **Co-Location of FMA Project Teams with Customer N4's**
- ❖ **MIMS**
- ❖ **Resource Allocation under "Total Project Management"**
- ❖ **Tailoring Shipyard Processes (60 RPM) to the FMA pace (1200 RPM)**
- ❖ **Full time Transition Team**
- ❖ **Metrics**
- ❖ **Facility Consolidation Plan**



- ❖ **1996 RIF**
- ❖ **SHAPEC**
- ❖ **BAIM**
- ❖ **Budget (CIVPERS Manning)**
- ❖ **Sea-Shore Rotation (Military Manning)**
- ❖ **Crane Department**
- ❖ **Supply Partnership**
- ❖ **Workload**





## Legacy Challenges

- ❖ **Productivity**
- ❖ **Overtime**
- ❖ **Fragmentation**
- ❖ **Training**
- ❖ **Revitalization**
- ❖ **Quality**
- ❖ **Passive Resistance to change**
- ❖ **Passive Acceptance to failure**
- ❖ **Union/Management Relationship**
- ❖ **Accountability of Senior Civilians**



- ❖ **Union - Management Partnership**
- ❖ **Civilian - Military Workforce synergy**
- ❖ **Sharp focus on Fleet Operational Readiness**
  - "We Keep Them Fit to Fight"**
- ❖ **Develop and deploy departmental metrics & goals**
- ❖ **PDCA Processes**
- ❖ **Stable employment for people of the Islands:**
  - **Continuously Revitalized workforce**
- ❖ **Expand the Strategic Plan to 5 year horizon**